Joint Inspector General Overview

Combatant Command and Joint Inspector General Course

Point of Contact

Dean of Academics
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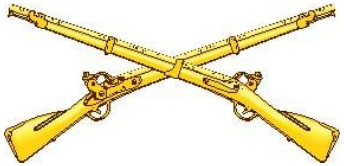


Why Inspectors Genera

- Armies were becoming larger and more complex
- Standardization and discipline was
- Soldiers and armies were changing

Origins of IGs

- **French** – 1668
  - Worked for the King
  - Full authority to punish
  - Geographic focus
- **Prussian** - 1750
  - King's "eyes and ears"
  - Drill and discipline
  - Improve unit efficiency
- **British** - 1760
  - Functional areas
  - An additional duty
  - Enforce accountability
  - CSS functions

The American Inspector Genera

American Agents in Fran

- **Benjamin Franklin, Arthur Lee, and Silas Deane**
- **Mission:**
  - ✓ **Recruit experienced military leadership**
  - ✓ **Get French into the war**
  - ✓ **Secure financing**

- ➢ **Up to this point, the only U.S. Army inspector was the commissary inspector.**

Early American IGs

Augustin Montin de la Balme

- Recruited by Ben Franklin
- Cavalryman
- Resigned in protest October 1777
- Killed in action in 1780

Philippe Charles Jean Baptiste Tronson du Coudray

- Recruited by Silas Deane
  - Major General, Artillery Chief
- IG of Ordnance and Military Manufac
- Pompous troublemaker

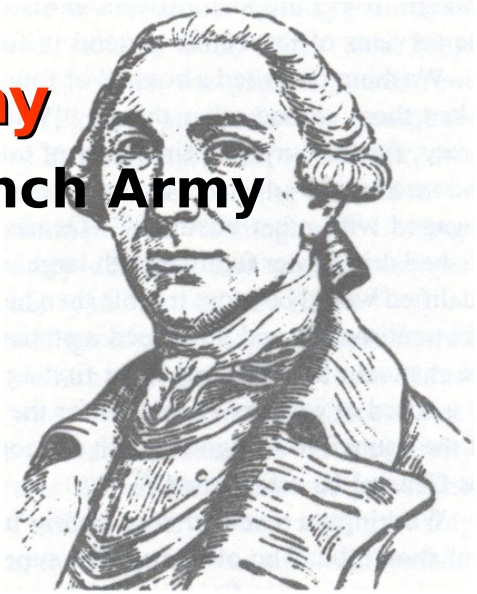
Council of 14 Generals
29 October 1777

- **Convened by Washington**
- **Proposed duties of Inspector General:**
  - ✓ **Serve as drillmaster general**
  - ✓ **Establish uniform tactics**
  - ✓ **Publish manual on drill**
  - ✓ **Organize and lead training**
  - ✓ **Ensure troop proficiency**

Congressional Resolution 13 December 1777

- Two Inspectors General authorized
- IG would report findings directly to Congress (Board of War [BoW])
- BoW regulated and made all tactical and strategic decisions for the Army
- Commander was responsible for tactical operations

First U.S. Army Inspector General



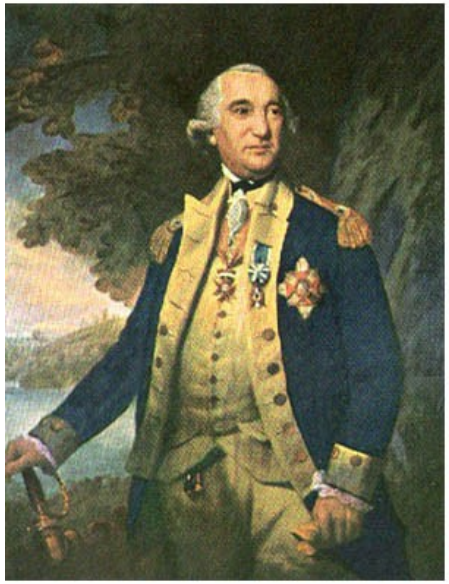
- **Brigadier General Thomas Conway**
  - Irish born with 20+ years in the French Army
  - Recruited by Silas Deane
  - Member of Council of 14 Generals
  - Self-serving, pompous braggart
- Promoted and sent to Valley Forge
- The "Conway Cabal"
- Washington dismissed him as he had no manual for instructing Soldiers as directed by Congress
- **Bottom Line:** Army wasn't big enough for both Washington and Conway!

Washington's IG Concept

- Appealed to Congress
- Detailed his IG concept
- Commander-in-Chief:
  - ✓ Accountable to civil authority (Congress)
  - ✓ Selects his own IG
- IG answers to the Commander -- not to Congress

Baron Friedrich Wilhelm Augustus Heinrich von Steuben

- Recruited by Benjamin Franklin
  - Entered Prussian Army in 1747
  - Captain
  - Served on Frederick the Great's staff
  - Retired after 28 years of service
  - Bankrupt and jobless – a failure in civilian life



- Franklin "embellished" records (Captain to Lieutenant General)
- Credentials given to Congress in December 1777
- Ordered to Valley Forge and arrived in February 1778

Situation at Valley Forge

“The situation of the camp is such that in all human probability the Army must soon dissolve.”

“There is no meat, the horses are dying, and the bare country surrounding is a poor location for a camp.”

Drillmaster General

- In March 1778, he trained one squad of Washington's guard

- Sub-inspectors trained squads; von Steuben supervised the trainers
- Daily company drill and weekly inspections

Inspector General von Steuben

- Appointed IG in March 1778 by Washington
- Confirmed by Congress and appointed in May 1778. Also . . .
  - Promoted von Steuben to Major General
  - Established IG positions to brigade level
  - Authorized commander to appoint IGs
  - Authorized additional pay for IGs!

Major General von Steuben: The first effective Army IG

- **Standard regulations and tactics**
- **Codified in the "Blue Book"**

- ***Acted under Commander's intent***
- ***Respected by subordinate commanders***
- ***Won Commander's suppo and confidence***

Inspectors General Today

- **Over 228 years later, each Armed Service has its own IG system.**

- **The focus on Warfighting and Readiness, established by von Steuben, has not changed to this day.**

- **Each Service's IG system differs based upon that Service's culture.**

- **An IG system that works well for the Army may not work well for the Navy or Air Force.**

Common Functions

- **Each Service system shares common functions:**
  - **Inspections**
  - **Assistance**
  - **Investigations**
  - **Teaching and Training**
  - **Intelligence Oversight**

All Service IG systems support and enhance readiness!

The von Steuben model
<u>is</u> warfighting and readiness!

Where do Joint IGs Serve?

Combatant Commands

- **Combatant Commands are unified (multi-service) commands with a broad, continuing mission and that have geographic or functional responsibilities.**

- **Combatant Commands serve under a single commander whom the President designates with advice from the Secretary of Defense and the Chairman of the Joint Chiefs of Staff.**

Combatant Commands

- **Nine Combatant Commands currently exist.**
  - **U.S. Central Command (CENTCOM**
  - **U.S. European Command (EUCOM)**
  - **U.S. Joint Forces Command (JFCOM**
  - **U.S. Northern Command (NORTHC**
  - **U.S. Pacific Command (PACOM)**
  - **U.S. Southern Command (SOUTHCOM)**
  - **U.S. Special Operations Command (SOCOM)**
  - **U.S. Strategic Command (STRATCOM)**
  - **U.S. Transportation Command (TRANSCOM)**

Combatant Commands

(continued)

- **Three examples of a Combatant Command's focus are as follows:**

  - **Central Command (CENTCOM) – focused geographically on Southwest Asia and portions of Africa**
  - **Southern Command (SOUTHCOM) – focused geographically on Central and South America and the Caribbean**
  - **Transportation Command (TRANSCOM) – focused functionally on providing military hardware from the industry to the user**

Combatant Command IG

What can you expect?

- **Combatant Command IG shops serve as the commander's eyes, ears, voice, and conscience and inspect the readiness of the command's units.**
- **The IGs provide the findings to the commander, the staff, and the respective service IGs for resolution (service IGs must close the loop with the Combatant Command IG).**
- **Normally staffed with a Colonel or Navy Captain (O-6) and three other IGs.**

Combatant Command IG

What can you expect?

(continued)

- **Combatant Command IG shops tend to serve as referral nodes for passing issues to the respective service IGs for resolution.**

- **The Joint Staff IG decides which issue is referred to which service if a question arises.**

Joint Task Force (JTF)

What is a JTF?

- **A JTF is a joint force constitute**
and so designated by the Secreta
of Defense, a Combatant Comma
a Sub-Unified Commander, or an existing JTF.

- **Joint for U.S. forces means multiple U.S. services organized to perform a particular operational mission.**

- **A Combined Joint Task Force (CJTF) would include multi-service elements of two or more nations.**

Joint Publication 1-02, DoD Dictionary of Military and Associate

Joint Task Force (JTF)

Why form a JTF?

- **A contingency operation arises that may include a wide variety of military operations.**

- **The Commander of the Combatant Command assigns the mission for – and activates – a JTF for this contingency operation normally during Crisis-Action Planning (CAP).**

- **The Commander appoints the JTF Commander and assigns that Commander the mission.**

- **Operations may involve ground, maritime, air, and special operations forces in any combination working unilaterally or in cooperation with other nations.**

CJCSM 3500.05, MTG Task Number 100-00-CJTF, page 5

Some Current JTFs

- **CJTF 7** – Initially built around the U.S. Army's V Corps and headquartered in Baghdad, Iraq (now Multi-National Corps – Iraq)
- **CJTF 76** – Built around the Southern European Task Force (SETAF) and headquartered at Bagram Air Base, Afghanistan
- **JTF Bravo** – Established by Southern Command (SOUTHCOM) and located in Honduras
- **JTF Katrina** – Established by Northern Command (NORTHCOM) to assist with hurricane disaster relief
- **JTF GTMO**

IGs in the Joint World

What is the Joint IG System used by COCOMs and JTFs?

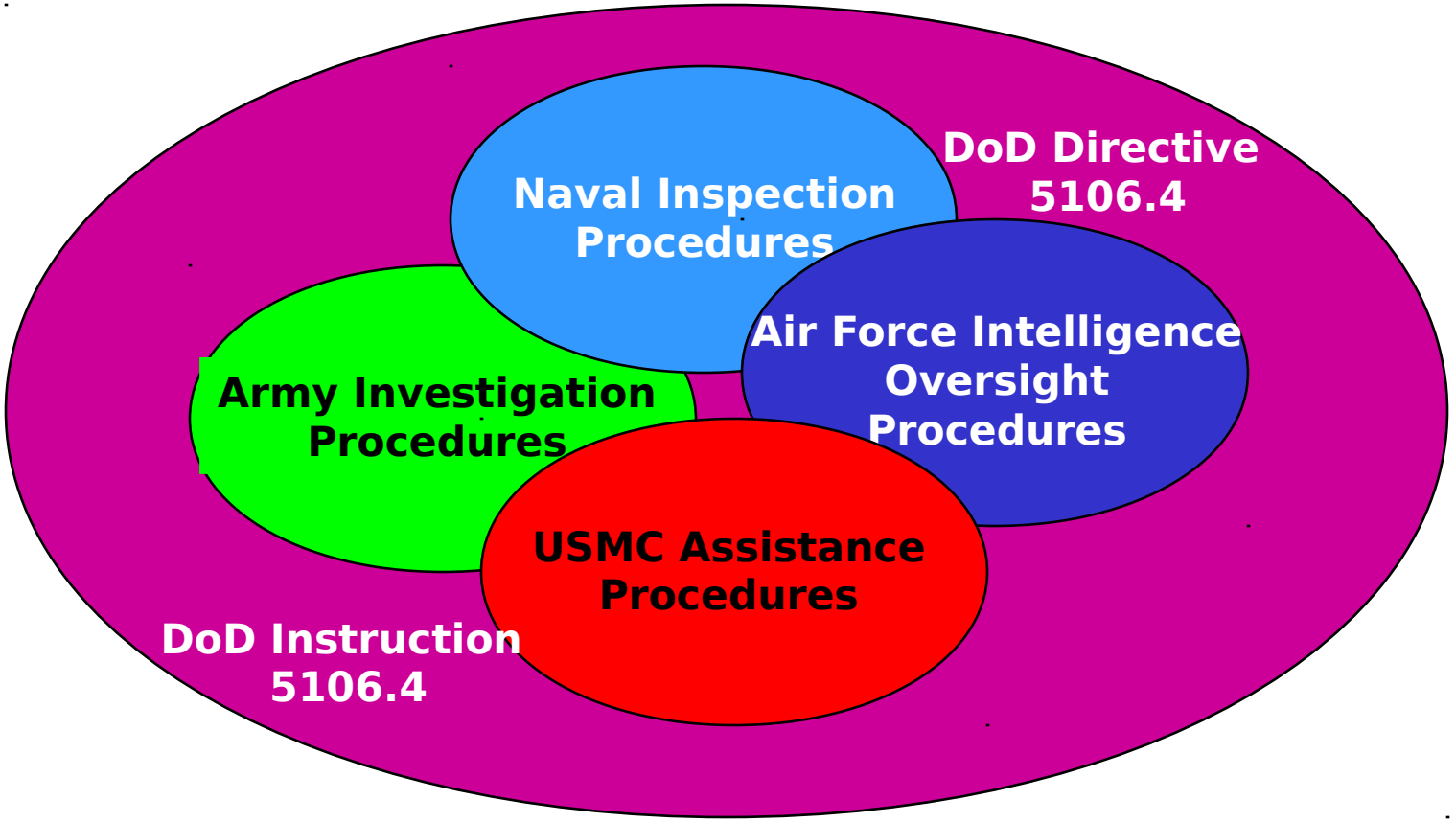
- **A system of common techniques, processes, and procedures does not exist … yet.**

- **COCOM and JTF IGs have Joint IG Policy but no doctrine (DoD Directive 5106.4 and DoD Instruction 5106.4)**

- **Each COCOM IG office has developed its own IG system based upon a hybrid of the Service IG systems … but within the framework of Joint IG policy.**

The COCOM IG Approach Today

A Sample COCOM IG System



Our Goal

- **Provide you a detailed overview of each Service's IG system.**

- **Teach you the baseline requirements of Joint IG Policy as outlined in DoD Direction and Instruction 5106.4.**

***The bottom line:* Give you the baseline knowledge you need to develop or refine your COCOM or JTF's IG system.**

Primary and Supporting Instruction

- **Primary Instruction**
  - **Army IG System**
  - **Naval IG System**
  - **USMC IG System**
  - **USAF IG System**
  - **Joint IG Policy**

- **Supporting Instruction**
  - **Joint Ethics and Legal Issues**
  - **Intelligence Oversight**
  - **Whistleblower and Mental Health Evaluations**

- **Guest Speakers**

Basic Differences by Function Inspections

- **Army:** Conducts **special inspections of systemic issues**. Compliance-oriented (general) inspections are the commander's responsibility.

- **Navy:** Conducts assessments of **mission performance** either geographically or functionally.

- **USMC:** Conducts **compliance inspections** of USMC activities or units not under the operational or administrative chain of a major subordinate commander.

- **USAF:** Conducts operational readiness and compliance inspections of USAF units

Basic Differences by Function Assistance

- **Army: Provides Assistance using a seven-step Inspector General Action Process.**

- **Navy: Provides assistance informally as appropriate during the preliminary evaluation while addressing a complainant's concern.**

- **USMC: Provides assistance much like the Army and uses the same seven-step process.**

- **USAF: Employs a structured complaint analysis process to determine the appropriate IG course of action.**

Basic Differences by Function Investigations

- **Army:** **Results of Army IG investigations generally are not used for adverse action (requires TIG approval).**

- **Navy: Results of Naval IG investigations are routinely used for disciplinary purposes.**

- **USMC: Same as the Navy.**

- **USAF: Disciplinary / command action is expected for substantiated allegations resulting from IG investigations.**

Joint Means Teamwork

The Service IGs are different but work together!

- **All IG systems come together in the Joint world and are applied in each COCOM within the framework of Joint IG policy.**

- **All Joint IGs must develop their own system based upon the guidelines outlined in DoD Directive and Instruction 5106.4 and the needs of their COCOM or JTF.**

- **What's next? Joint IG doctrine and common IG processes? Probably …**

Questions?